




**FEMA**

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MEMORANDUM FOR: All FEMA Employees

FROM: R. David Paulison   
Director

SUBJECT: FEMA Leadership Conference Results

For the past two days, your leadership team met to discuss FEMA's vision, goals, priorities and strategies. Our deliberations focused on charting the course for the years to come. As we saw in the many reports and studies following Hurricane Katrina, and the recent Department of Homeland Security Appropriations Bill, the call for FEMA's transformation is broad and expectations are high.

We came out of our discussion with a deeper understanding of the importance of our work, the need for stronger relationships across the Agency and the enormity of the worthy challenge ahead. We also recognize the great responsibility and unprecedented opportunity we face. The challenges are great, but so is our resolve. We will succeed at developing the "New" FEMA—one that America will be proud of again. This will lead us to build a world class emergency management agency that is responsive to disaster victims while serving as good stewards of the taxpayers' investment.

Although much work remains, we affirmed the importance of investing in you—our employees. The planning discussions of the last two days repeatedly reminded us that building the New FEMA must be fueled by the renewed growth in the number and capability of our people. This was a clear priority. We were also reminded of the importance of strengthening the Regions, because that is where we touch our customers.

So, what are the next steps? We are working smartly to finalize FEMA's Vision and we will share it with you soon. That Vision will provide a pathway to New FEMA. As a leadership team, you have our commitment that together we will aggressively pursue FEMA's vision, goals, priorities and strategies. We will communicate openly and honestly with you. In return, we ask for your patience and continued commitment to never forget who we are working for—the disaster victims.

In the next few weeks we will establish several "Tiger Teams" to begin the process of moving our critical priorities to action. I am naming two of them immediately: Deidre Lee, FEMA's Director of Management will head the team on Human Resources and lead us to the New FEMA's focus on people; and Bob Shea, Assistant Deputy Director of

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FEMA, will lead a team to develop the ideas and the way forward for us to strengthen the Regions in the New FEMA.

I am proud of the tremendous amount that you have accomplished during the past year—and I thank you. I am eager for us to move into the larger transition effort for the New FEMA. I have asked our senior leadership team to step forward and grapple with the many opportunities presented to us—and now I'm asking you. I challenge you to be open to the New FEMA and help us achieve our vision. I also encourage you to ask questions. We don't have all of the answers yet—but we will. FEMA's future is bright and I look forward to working with you to achieve our vision. Look for additional information in the coming weeks.